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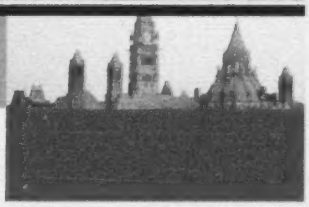
Commission de la fonction publique du Canada



Public Service Commission

2014-2015

Report on Plans and Priorities

The Honourable Shelly Glover, P.C., M.P.
Minister of Canadian Heritage and Official Languages

Canada

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2014-15 ESTIMATES

PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents

The Estimates are comprised of three parts:

Part I - Government Expenditure Plan - provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II - Main Estimates - supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III - Departmental Expenditure Plans - consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the Treasury Board Secretariat website[i].

Links to the Estimates

As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

Changes to the presentation of the Report on Plans and Priorities

Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC – Report 15[ii]), in 2010; and on Government and Operations Estimates (OGGO - Report 7[iii]), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.

- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document

RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Votes and the Contribution to the Federal Sustainable Development Strategy. It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

Section II: Analysis of Program(s) by Strategic Outcome(s)

This Section provides detailed financial and non-financial performance information for strategic outcomes, Programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled "Planning Highlights". This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department's strategic outcome or parent program.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations* publication,

produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation
Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary Vs. Non-budgetary Expenditures

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Expected Result
An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)
A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada Outcomes
A set of high-level objectives defined for the government as a whole.

Management Resources and Results Structure (MRRS)
A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g.: program costs, program expected results and their associated targets, how they align to the government's priorities and

intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

Planned Spending
For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014-15 Main Estimates.

Program
A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture
A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

Spending Areas
Government of Canada categories of expenditures. There are four spending areas[iv] (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome
A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision, and core functions.

Sunset Program
A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

Whole-of-Government Framework
A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.

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President's Message

I am pleased to present the *2014-2015 Report on Plans and Priorities* of the Public Service Commission of Canada (PSC).

The mandate of the PSC is to promote and safeguard merit-based appointments and, in collaboration with other stakeholders, to protect the non-partisan nature of the public service. The PSC reports on its mandate to Parliament.

Under the delegated staffing system set out in the *Public Service Employment Act* (PSEA), the PSC fulfills its mandate by providing policy guidance and expertise, as well as by conducting effective oversight. In addition, the PSC delivers innovative staffing and assessment services.

In 2014-15, our first priority is to provide ongoing, independent oversight on the performance of the staffing system under the PSEA. In doing so, we will continue to focus on, and further improve, our core activities. Our plans will include the following:

Policies

- Continuing to adapt and clarify our policy instruments, expectations and advice in areas such as the challenges of documenting appointment decisions, as well as guidance on the choice of non-advertised versus advertised appointments;
- Undertaking evidence-based studies and research on topics such as chances of promotion for members of employment equity groups and innovations in staffing and assessment methods that support the delivery of policy advice, services and programs as well as facilitate reporting to Parliament; and
- Engaging with stakeholders to understand and clarify emerging needs and priorities related to staffing and non-partisanship, including those that may emerge from discussions around *Blueprint 2020*.

Monitoring, Audits and Investigations

- Implementing a new, streamlined Staffing Management Accountability Framework;
- Conducting up to 15 organizational audits;
- Continuing to adapt and enhance our risk-based audit approach. For example, the PSC is planning a review of its audit methodology for small and micro organizations; and
- Beginning to implement recommendations resulting from an external review of the investigation function.

Staffing and Assessment Services

- Further enhancing the provision of expert advice, guidance, products and services, such as unsupervised Internet tests and the expansion of e-testing; and

- Optimizing programs and services through business process improvement and integrated technology solutions, for example the advancement of the Government of Canada staffing systems modernization, in close collaboration with stakeholders.

Our second priority is to safeguard the non-partisan nature of the public service in collaboration with other stakeholders. Activities supporting this priority include:

- Determining and addressing any gaps in existing policy direction, guidance or regulatory requirements to better equip key stakeholders such as managers and deputy heads in providing guidance to employees; and
- Continuing to enhance and adapt outreach strategies and tools, including implementing the recommendations stemming from the one-year pilot of the revised Political Activities Self-Assessment Tool, to promote awareness related to a non-partisan public service.

Our third priority is to focus the PSC's management agenda on supporting employees and ensuring business continuity through a number of transitions during the year. This entails:

- Supporting various corporate projects, such as: Integration of IT services to Shared Services Canada, rationalization of business applications, implementation of a common email system, continuation of Common Human Resources Business Processes implementation, preparation for pay modernization, implementation of the new Performance Management Initiative, and Government of Canada Web Renewal;
- Aligning employee learning and development strategies to support the evolving business needs of the PSC and to foster horizontal integration within the organization; and
- Assessing opportunities to improve the work environment, in the context of Workplace 2.0 and *Blueprint 2020*, to facilitate collaboration within the PSC.

With eight years of experience in implementing the revised PSEA, the PSC is reflecting on the need to adapt its guidance and feedback mechanisms to a maturing staffing system and the evolving needs of departments and agencies. In this context, we are committed to working more closely and collaboratively with departments and agencies to help them build a stronger culture of prevention and compliance while we continue to deliver on our fundamental responsibilities of providing independent oversight and assurance to Parliament on the health of our staffing system and the non-partisan nature of the public service.

Anne-Marie Robinson

President
January 16, 2014

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: *The Honourable Shelly Glover, P.C, M.P.*

Institutional Head: *Anne-Marie Robinson*

Ministerial portfolio: *The Public Service Commission of Canada is part of the Canadian Heritage portfolio*

Year established: *1908*

Main legislative authorities: *Public Service Employment Act (S.C. 2003, c.22. 12, 13)*
http://laws-lois.justice.gc.ca/eng/acts/P-33.01/index.html

Other:
Canadian Heritage Website
http://www.pch.gc.ca/eng/1266037002102/1265993639778

Public Service Commission of Canada Website
http://www.psc-cfp.gc.ca/index-eng.htm

Organizational Context

Raison d'être

The mandate of the Public Service Commission (PSC) is to promote and safeguard merit-based appointments and, in collaboration with other stakeholders, to protect the non-partisan nature of the public service. The PSC reports independently on its mandate to Parliament.

Under the delegated staffing system set out in the *Public Service Employment Act* (PSEA), the PSC fulfills its mandate by providing policy guidance and expertise, as well as by conducting effective oversight. In addition, the PSC delivers innovative staffing and assessment services.

Responsibilities

The PSC is responsible for promoting and safeguarding merit-based appointments that are free from political influence and, in collaboration with other stakeholders, for protecting the non-partisan nature of the public service. It reports independently on its mandate to Parliament.

The PSC is mandated to:

- Make appointments to and within the public service, based on merit and free from political influence. The PSEA provides the authority to the Commission to delegate to deputy heads its authority to make appointments to positions in the public service. This authority is currently delegated to the deputy heads subject to the PSEA, across the federal government;

- Administer the provisions of the PSEA that are related to the political activities of employees and deputy heads. Part 7 of the PSEA recognizes the right of employees to engage in a political activity, while maintaining the principle of political impartiality in the public service. It also sets out specific roles and responsibilities for employees and for the PSC related to political activities; and

- Oversee the integrity of the staffing system and, in collaboration with other stakeholders, ensure non-partisanship. This oversight role includes: The regulatory authority and policy-setting function; the ongoing support and guidance and the monitoring of the staffing performance of delegated organizations; the conduct of audits that provide an independent assessment of the performance and management of staffing activities and the conduct of investigations of staffing processes and improper political activities by public servants.

Strategic Outcome and Program Alignment Architecture (PAA)

Strategic Outcome: To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.

1.1 Program: **Staffing System Integrity and Political Impartiality**

- **1.1.1 Sub-Program**: Staffing and Non-Partisanship Policies, Advice and Support
- **1.1.2 Sub-Program**: Delegation, Political Activities, Official Languages and Priority Administration

1.2 Program: **Staffing Services and Assessment**

- **1.2.1 Sub-Program**: Staffing Services
- **1.2.2 Sub-Program**: Assessment
- **1.2.3 Sub-Program**: Enabling Infrastructure

1.3 Program: **Oversight of Integrity in Staffing and of Non-Partisanship**

- **1.3.1 Sub-Program**: Monitoring
- **1.3.2 Sub-Program**: Audit and Data Services
- **1.3.3 Sub-Program**: Investigations

2.1 Program: Internal Services

Organizational Priorities

Priority I	Type	Strategic Outcome(s) and/or Program(s)
Provide ongoing, independent oversight on the performance of the staffing system under the PSEA.	On-going	1.1 Staffing System Integrity and Political Impartiality 1.2 Staffing Services and Assessment 1.3 Oversight of Integrity in Staffing and of Non-Partisanship

Description

Policies

1. Continuing to adapt and clarify our policy instruments, expectations and advice in areas such as the challenges of documenting appointment decisions, as well as guidance on the choice of non-advertised versus advertised appointments.
2. Undertaking evidence-based studies and research on topics such as chances of promotion for members of employment equity groups and innovations in staffing and assessment methods that support the delivery of policy advice, services and programs as well as facilitate reporting to Parliament.
3. Engaging with stakeholders to understand and clarify emerging needs and priorities related to staffing and non-partisanship, including those that may emerge from discussions around *Blueprint 2020*.

Monitoring, Audits and Investigations

4. Implementing a new, streamlined Staffing Management Accountability Framework.
5. Conducting up to 15 organizational audits.
6. Continuing to adapt and enhance our risk-based audit approach. For example, the PSC is planning a review of its audit methodology for small and micro organizations.
7. Beginning to implement recommendations resulting from an external review of the investigation functions.

Staffing and Assessment Services

8. Further enhancing the provision of expert advice, guidance, products and services, such as unsupervised Internet tests and the expansion of e-testing.
9. Optimizing programs and services through business process improvement and integrated technology solutions, for example the advancement of the Government of Canada staffing systems modernization, in close collaboration with stakeholders.

Priority II	Type	Strategic Outcome(s) and/or Program(s)
Safeguard the non-partisan nature of the public service, in collaboration with other stakeholders.	On-going	1.1 Staffing System Integrity and Political Impartiality 1.3 Oversight of Integrity in Staffing and of Non-Partisanship
Description		
1. Determining and addressing any gaps in existing policy direction, guidance or regulatory requirements to better equip key stakeholders such as managers and deputy heads in providing guidance to employees. 2. Continuing to enhance and adapt outreach strategies and tools, including implementing the recommendations stemming from the one-year pilot of the revised Political Activities Self-Assessment Tool, to promote awareness related to a non-partisan public service.		
Priority III	**Type**	**Strategic Outcome(s) and/or Program(s)**
Focus the PSC's management agenda on supporting employees and ensuring business continuity through a number of transitions during the year.	On-going	2.1 Internal Services
Description		
1. Supporting various corporate projects, such as: integration of IT services to Shared Services Canada, rationalization of business applications, implementation of a common email system, continuation of Common Human Resources Business Processes implementation, preparation for pay modernization, implementation of the new Performance Management Initiative, and Government of Canada Web Renewal. 2. Aligning employee learning and development strategies to support the evolving business needs of the PSC and to foster horizontal integration within the organization. 3. Assessing opportunities to improve the work environment, in the context of Workplace 2.0 and *Blueprint 2020*, to facilitate collaboration within the PSC.		

Risk Analysis

Key Risks

Risk 1	Risk Response Strategy	Link to Program Alignment Architecture
There is a risk that the PSC might not be able to adapt and effectively respond to the needs of an evolving public service in developing policy instruments, setting expectations and providing advice. This could affect the PSC's ability to respond to requests from federal organizations and could negatively impact the PSC's reputation.	The PSC will mitigate this risk by: • Reallocating resources in a timely and effective manner. • Mining lessons learned from the oversight activities and interaction with organizations to adapt its policy instruments, frameworks and guidance as part of a preventative approach designed to enable organizational compliance with the PSEA. • Implementing a more cohesive policy approach with organizations in order to streamline and enhance its collaboration and support of their evolving needs and priorities. • Working proactively with organizations (both the human resources community and hiring managers) to find meaningful solutions to persistent problems – e.g., "Merit not demonstrated in documentation".	1.1 Staffing System Integrity and Political Impartiality 1.2 Staffing Services and Assessment 1.3 Oversight of Integrity in Staffing and of Non-Partisanship
Risk 2	**Risk Response Strategy**	**Link to Program Alignment Architecture**
There is a risk that the design and implementation of enhancements to the risk-based approach and methodology for PSC audits will not produce the intended results. This could have an impact on the PSC's ability to meet the needs and expectations of	The PSC will mitigate this risk by: • Conducting extensive internal and external consultations during the development of the enhanced audit approach and methodology. • Assigning dedicated resources to ensure effective planning, project management and the identification	1.3 Oversight of Integrity in Staffing and of Non-Partisanship

Parliament, the PSC and Deputy Heads for feedback and assurance information. It could also have an impact on the PSC's reputation for providing effective oversight and for delivering audits that are relevant and support organizations in managing their delegated authority.	and mitigation of risks. • Engaging and reporting to the Commission on a regular basis and at key milestones during planning and implementation.	
Risk 3	**Risk Response Strategy**	**Link to Program Alignment Architecture**
There is a risk that the PSC will not have sufficient staff with specialized skills to fully respond in a timely manner to government-wide transformation initiatives (such as the Common Human Resources Business Process, common financial systems, Web Renewal and initiatives proposed by Chief Information Officer Branch and Shared Services Canada) given the number of initiatives, the pace in which they are being implemented and the reduction in the PSC's resources. This could compromise the PSC's ability to deliver on its mandate and meet the Government of Canada's renewal objectives and impact on the PSC's ability to maintain existing systems, transition to new systems and to realize efficiencies.	The PSC will mitigate this risk by: • Re-allocating key resources to the priority projects as required. • Ensuring work plans are in place for government wide initiatives. • Completing the Threat and Risk Assessment portion of the Departmental Security Plan (DSP) and identifying business impacts and revising the DSP in 2014-15. • Continuing initiatives for system rationalization and innovation. • Identifying key positions, understanding the career plans of current employees, and ensuring a sound succession plan is in place, where needed. • Identifying and assessing alternate ways of providing management services, where necessary.	1.1 Staffing System Integrity and Political Impartiality 1.2 Staffing Services and Assessment 1.3 Oversight of Integrity in Staffing and of Non-Partisanship 2.1 Internal Services

The above-mentioned risks were identified as potentially having the most significant impact on the PSC's ability to deliver on its priorities for 2014-15, as well as on its ongoing activities.

Planned Expenditures

Budgetary Financial Resources (Planned Spending — $ Dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
83,693,487	83,693,487	83,327,260	82,981,637

Human Resources (Full-Time Equivalents—FTEs)

2014-15	2015-16	2016-17
846	844	840

Budgetary Planning Summary for Strategic Outcome and Programs ($ Dollars)

Strategic Outcome, Programs and Internal Services	2011-12 Expenditures	2012-13 Expenditures	2013-14 Forecast Spending	2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
Strategic Outcome: To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.							
Program 1.1: Staffing System Integrity and Political Impartiality	14,647,191	16,019,847	16,831,906	16,033,630	16,033,630	16,032,425	16,032,425
Program 1.2: Staffing Services and Assessment	32,010,281	27,590,904	23,374,121	22,626,987	22,626,987	22,405,310	22,405,310
Program 1.3: Oversight of Integrity in Staffing and of Non-Partisanship	21,547,291	20,000,247	17,686,848	16,972,232	16,972,232	16,972,232	16,972,232
Sub-Total	**68,204,763**	**63,610,998**	**57,892,875**	**55,632,849**	**55,632,849**	**55,409,967**	**55,409,967**
Internal Services	37,401,120	32,119,068	33,752,700	28,060,638	28,060,638	27,917,293	27,571,670
Total	**105,605,883**	**95,730,066**	**91,645,575**	**83,693,487**	**83,693,487**	**83,327,260**	**82,981,637**

As a result of Spending Review 2012 measures and reductions to the size of the public service, the PSC has been experiencing changes in demand for some of its programs and services. This has translated to a decline in demand for certain staffing and assessment services and, on the other hand, an increase in demand for policy advice and guidance. This explains the realignment of the planned spending resources between programs 1.1 Staffing System Integrity and Political Impartiality and 1.2 Staffing Services and Assessment.

The fluctuation in budgetary planning for Internal Services is a result of the relocation of PSC's Headquarters offices from Ottawa to Gatineau towards the end of 2013.

Alignment to Government of Canada Outcomes

2014-15 Budgetary Planned Spending by Whole-of-Government Spending Areas ($ Dollars)

Strategic Outcome	Programs	Spending Area	GoC Outcome	2014-15 Planned Spending
To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.	1.1 Staffing System Integrity and Political Impartiality	Government Affairs[1]	Well-managed and efficient government operations	16,033,630
	1.2 Staffing Services and Assessment	Government Affairs	Well-managed and efficient government operations	22,626,987
	1.3 Oversight of Integrity in Staffing and of Non-Partisanship	Government Affairs	Well-managed and efficient government operations	16,972,232

Total Planned Spending by Spending Area ($ Dollars)

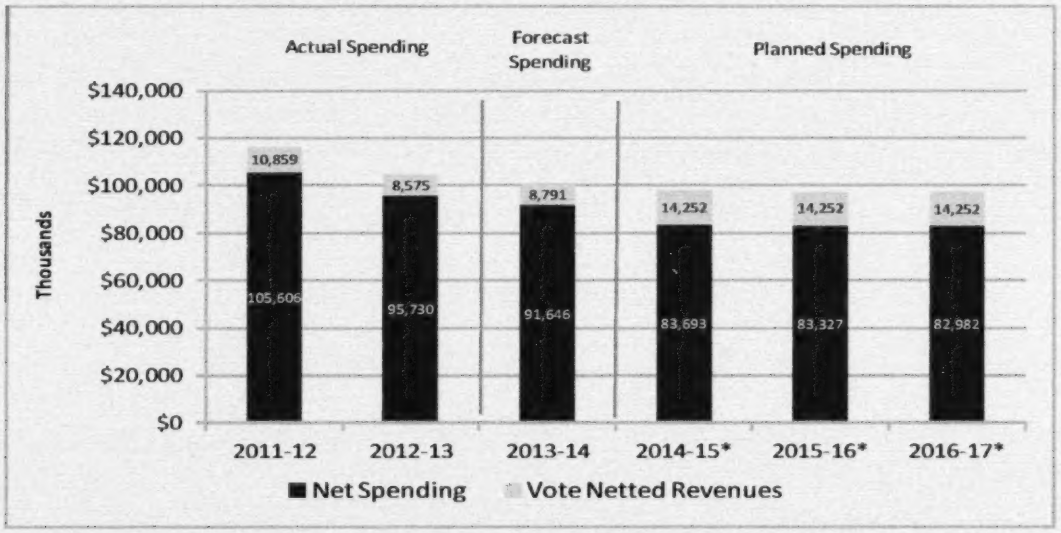
Spending Area	Total Planned Spending
Government Affairs	55,632,849

[1] The Public Service Commission, as an oversight body, reports independently on its mandate to Parliament.

Departmental Spending Trend

Departmental Spending Trend Graph

The following graph illustrates the PSC's spending trend from 2011-12 to 2016-17. This graph includes planned spending for Assessment Services, for which the PSC has had authority from Treasury Board of Canada Secretariat since 2005-06 to use cost recovery.



* 2014-15, 2015-16 and 2016-17 – the amount of $14,252K represents the PSC's maximum vote netting authority, not the forecasted revenues.

Analysis of the Spending Trend

The decrease in the spending trend is primarily the result of the PSC commitment to ongoing savings of $9.0M by the end of fiscal year 2014-15 in response to Spending Review 2012 measures, and a decline in cost-recovery revenues following an overall reduction in staffing volumes in the public service, as well as an increased capacity of departments and agencies to manage their own staffing processes.

Estimates by Vote

For information on our organizational appropriations, please see the *2014–15 Main Estimates*[v] publications.

Contribution to the Federal Sustainable Development Strategy (FSDS)

The CFP also ensures that its decision-making process includes a consideration of the FSDS goals and targets through the strategic environmental assessment (SEA). An SEA for policy, plan or program proposals includes an analysis of the impacts of the proposal on the environment, including on the FSDS goals and targets. The results of SEAs are made public when an initiative is announced or approved, demonstrating that environmental factors were integrated into the decision-making process.

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome

To provide Canadians with a highly competent, non-partisan and representative public service, able to provide service in both official languages, in which appointments are based on merit and the values of fairness, access, representativeness and transparency.

Program 1.1: Staffing System Integrity and Political Impartiality

Description

The Staffing System Integrity and Political Impartiality program is focused on independently safeguarding merit and non-partisanship in the federal public service. This program includes developing and advancing strategic policy positions and directions; conducting policy research; establishing Public Service Commission (PSC) policies and standards; providing advice, interpretation and guidance; and administering delegated and non-delegated authorities, including official languages, the political activities regime and priority administration.

Budgetary Financial Resources ($ Dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
16,033,630	16,033,630	16,032,425	16,032,425

Human Resources (FTEs)

2014-15	2015-16	2016-17
144	144	144

Performance Measurement

Program Expected Results	Performance Indicators	Targets	Date to be Achieved
Expected Result 1: The PSC will have set clear expectations so that organizations had comprehensive mechanisms to manage delegated staffing authority and accountability for results.	**Performance Indicator 1:** Percentage of organizations that have an Appointment Delegation and Accountability Instrument in place.	**Target 1:** 100% of organizations have a valid delegation instrument in place.	**Mar 31, 2015**
Expected Result 2: The PSC will have provided organizations with clear policies and guidance in relation to appointment, non-partisanship, delegation and accountability that give effect to the values and requirements of the PSEA.	**Performance Indicator 2:** Policy instruments (e.g. policies, regulations, Exclusion Approval Orders) and outreach activities of high quality and appropriate quantity.	**Target 2:** Feedback received at outreach activities and through requests for advice indicates that guidance provided to organizations was clear and timely and responds to their needs.	**Mar 31, 2015**
Expected Result 3: The non-partisanship of the public service will have been safeguarded.	**Performance Indicator 3:** Percentage of employees who indicate that they are aware of their legal rights and responsibilities related to political activities, to a moderate or great extent.	**Target 3:** Survey results show progress toward 75% in the reported level of awareness. (Baseline: 69% based on survey results from 2011)	**Mar 31, 2015**

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Continuing to adapt and clarify its policy instruments and expectations and advice in areas such as the challenges of documenting appointment decisions, as well as guidance on the choice of non-advertised versus advertised appointments.
2. Undertaking evidence-based studies and research on topics such as chances of promotion for members of employment equity groups and innovations in staffing and assessment methods that support the delivery of policy advice, services and programs as well as facilitate reporting to Parliament.
3. Determining and addressing any gaps in existing policy direction, guidance or regulatory requirements to better equip key stakeholders such as managers and deputy heads in providing guidance to employees on non-partisanship and political activities.
4. Engaging with stakeholders to understand and clarify needs and priorities related to staffing and non-partisanship, including those that may emerge from discussions around *Blueprint 2020*.
5. Continuing to enhance and adapt outreach strategies and tools, including implementing the recommendations stemming from the one-year pilot of the revised Political Activities Self-Assessment Tool to promote awareness related to a non-partisan public service.

Sub-program 1.1.1: Staffing and Non-Partisanship Policies, Advice and Support

Description

The Staffing and Non-Partisanship Policies, Advice and Support sub-program develops and advances strategic policy positions and directions on merit and non-partisanship in the federal public service. It also develops, interprets and provides advice and guidance on the Staffing Management Accountability Framework and PSC policies, regulations and exclusion approval orders related to staffing and non-partisanship; it ensures departments and agencies, managers and human resources professionals receive relevant policy information, advice and support in a timely manner. It develops the PSC position on policy issues raised in complaints brought to the Public Service Staffing Tribunal (PSST).

Budgetary Financial Resources ($ Dollars)

2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
8,131,993	8,130,788	8,130,788

Human Resources (FTEs)

2014-15	2015-16	2016-17
70	70	70

Performance Measurement

Sub-program Expected Results	Performance Indicators	Targets	Date to be Achieved
Expected Result 1: The PSC will have fulfilled its obligations and responsibilities under other legislation (e.g. the *Employment Equity Act* and *Official Languages Act*).	**Performance Indicator 1:** Percentage of public servants who did not meet linguistic requirements without valid exemptions.	**Target 1:** The percentage of employees who do not meet linguistic requirements without valid exemptions remains at or below 0.01% of the total population covered by the PSEA.	**Mar 31, 2015**
Expected Result 2: The PSC will have supported accurate interpretation and application of the PSEA, the *Public Service Employment Regulations* and the PSC Appointment Policies.	**Performance Indicator 2:** Percentage of Public Service Commission's written submissions and attendance at PSST hearings that are appropriately targeted and based on cases where the risk for the staffing system is considered mid- to high.	**Target 2:** 100% of PSC's written submissions and attendance at PSST hearings are appropriately targeted and based on cases where the risk for the staffing system is considered mid- to high.	**Mar 31, 2015**
Expected Result 3: The PSC will have supported employee awareness of their legal rights and responsibilities related to political activities (e.g. seeking to become a candidate in an election, as well as other non-candidacy related political activities), pursuant to Part 7 of the PSEA.	**Performance Indicator 3:** Percentage of communications activities that are undertaken in accordance with the annual communications plan.	**Targets 3:** 100% of communications activities are undertaken.	**Mar 31, 2015**

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. In consultation with sub-delegated managers and HR advisors, examining the factors that contribute to the systemic challenges with documentation of appointment decisions and the guidance on the choice of non-advertised versus advertised appointments and reviewing its policies, guidance and tools accordingly.
2. Working with key stakeholders, determining and addressing any potential gaps in existing guidance concerning political activities.
3. Advancing work on regulations and exclusion approval orders in response to emerging issues and trends.
4. Developing and implementing an integrated multi-year agenda for research and studies to strategically inform future policy development and oversight activities.

Sub-program 1.1.2: Delegation, Political Activities, Official Languages and Priority Administration

Description

The Delegation, Political Activities, Official Languages and Priority Administration sub-program administers the delegation of appointment authorities to departments and agencies through articulated delegation instruments, learning products and services, staffing advice, intelligence gathering to support the PSC oversight function and support to organizations — enabling delegate appointment and appointment-related authorities to the most suitable level(s) and full exercise of their delegated staffing authority. This sub-program is also responsible for the administration of the political activities regime and the determination of eligibility for the legislated mobility provisions, monitoring and providing expert advice on the use of the *Public Service Official Languages Exclusion Approval Order* and the administration of priority entitlements established under the *Public Service Employment Act* (PSEA) and the *Public Service Employment Regulations*.

Budgetary Financial Resources ($ Dollars)

2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
7,901,637	7,901,637	7,901,637

Human Resources (FTEs)

2014-15	2015-16	2016-17
74	74	74

Performance Measurement

Sub-program Expected Results	Performance Indicators	Targets	Date to be Achieved
Expected Result 1: The PSC will have reviewed the results of oversight activity (audits, monitoring and investigations) to determine whether terms and conditions to delegation are required, and will have discussed these results with delegated organizations.	**Performance Indicator 1:** Percentage of oversight results that are reviewed and discussed with delegated organizations and for which recommendations for action are provided.	**Target 1:** 100% of oversight results are systematically reviewed and discussed with organizations, and recommendations are provided.	**Mar 31, 2015**
Expected Result 2: The PSC will have provided organizations with guidance and tools and proceeded with timely referrals to enable the placement of persons with priority rights for appointment in the public service.	**Performance Indicator 2:** Service Standards met 95% of the time for the referral of priority persons.	**Target 2:** Service Standards are met 95% of the time for the referral of priority persons.	**Mar 31, 2015**
Expected Result 3: The PSC will have rendered timely decisions regarding eligibility for the legislated mobility provisions and requests for permission for candidacy.	**Performance Indicator 3:** Percentage of decisions rendered within established time frames.	**Target 3:** 100% of decisions are rendered within established time frames.	**Mar 31, 2015**

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Implementing revisions to the staffing policy framework in support of delegation of authorities (Appointment Delegation and Accountability Instrument).
2. Reviewing use of Official Languages exclusions and the Spending Review 2012 Second Language Evaluation Transition Measure.
3. Analyzing PSC audit results to determine if any additional terms and conditions to delegated appointments authorities are required.

Program 1.2: Staffing Services and Assessment

Description

The Staffing Services and Assessment program maintains the systems that link Canadians and public servants seeking employment opportunities in the federal public service with hiring departments and agencies. It provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in recruitment, selection and development throughout the federal public service. This program also includes delivering staffing services, programs and products to departments and agencies, to Canadians and public servants, through client service units located across Canada.

Budgetary Financial Resources ($ Dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
22,626,987	22,626,987	22,405,310	22,405,310

Human Resources (FTEs)

2014-15	2015-16	2016-17
361	361	361

Performance Measurement

Program Expected Result	Performance Indicator	Target	Date to be Achieved
The PSC will have delivered quality programs, products and services to enable organizations to carry out their delegated staffing authorities.	Level of satisfaction that clients have with programs, products and services.	Survey and consultation results are satisfactory 85% of the time.	**Mar 31, 2015**

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Further enhancing the provision of expert advice, guidance, products and services such as unsupervised Internet tests and the expansion of e-testing.
2. Optimizing programs and services through business process improvement and integrated technology solutions; for example, the advancement of the Government of Canada staffing systems modernization, in close collaboration with stakeholders.

Sub-program 1.2.1: Staffing Services

Description

The Staffing Services sub-program includes the development and delivery of staffing services and programs to departments and agencies and to Canadians, including public servants. The PSC staffing services include comprehensive staffing services at all levels as well as student and graduate recruitment programs. These services are designed to help federal departments and agencies select qualified individuals for positions across a range of occupations and levels within the public service.

Budgetary Financial Resources ($ Dollars)

2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
7,125,829	7,125,829	7,125,829

Human Resources (FTEs)

2014-15	2015-16	2016-17
71	71	71

Performance Measurement

Sub-program Expected Result	Performance Indicator	Target	Date to be Achieved
Timely and efficient Staffing Services will have enabled clients with delegation in staffing.	Service standards met 95% of the time.	Service standards are met 95% of the time.	Mar 31, 2015

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Delivering recruitment programs to support departmental recruitment efforts.
2. Supporting the appointment of priority persons though the Priority Administration Program.
3. Enabling organizations in the execution of their delegated staffing responsibilities through the provision of expert advice and guidance.

Sub-program 1.2.2: Assessment

Description

Through the PSC's Personnel Psychology Centre and regional client services units, the Assessment sub-program provides assessment-related products and services in the form of research and development, consultation, assessment operations and counselling for use in staffing, selection and development throughout Departments / Agencies. These standardized assessment instruments, professional services and leading edge techniques such as e-testing support efficient, merit-based appointments through accurate and fair assessment of qualifications including second official language requirements.

Budgetary Financial Resources ($ Dollars)

2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
9,941,167	9,719,490	9,719,490

Human Resources (FTEs)

2014-15	2015-16	2016-17
234	234	234

Performance Measurement

Sub-program Expected Result	Performance Indicators	Targets	Date to be Achieved
Modern assessment services will have enabled hiring managers to staff efficiently while also respecting staffing values.	**Performance Indicator a:** Service standards met 95% of the time.	**Target a:** Service standards are met 95% of the time.	**Mar 31, 2015**
	Performance Indicator b: Percentage of e-tests that are administered on-line.	**Target b:** The percentage of e-tests administered on-line has increased from 44% to 65%.	**Mar 31, 2015**

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Providing assessment products and services to support departments and agencies and the PSC mandate.
2. Continuing to leverage technology to innovate in assessment.
3. Promoting standardized testing in the federal public service.

Sub-program 1.2.3: Enabling Infrastructure

Description

The Enabling Infrastructure sub-program includes the maintenance and ongoing development of the systems and processes linking those who seek federal public service employment opportunities with hiring departments and agencies. The system supports staffing and recruitment activities — including student and graduate recruitment programs.

Budgetary Financial Resources ($ Dollars)

2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
5,559,991	5,559,991	5,559,991

Human Resources (FTEs)

2014-15	2015-16	2016-17
56	56	56

Performance Measurement

Sub-program Expected Result	Performance Indicators	Targets	Date to be Achieved
Enabling infrastructure will have supported organizational delegation.	**Performance Indicator a:** Staffing system enhancements released on a timely basis.	**Target a:** 90% of system enhancements are released on a timely basis.	**Mar 31, 2015**
	Performance Indicator b: Number of organizational learning circles / training activities that are conducted for the Public Service Resourcing System (PSRS).	**Target b:** 50 organizational learning circles / training activities are conducted for the PSRS.	**Mar 31, 2015**

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Continuing to maintain and enhance staffing systems to respond to client needs and policy requirements.
2. Advancing the modernization of Government of Canada staffing systems, in close collaboration with stakeholders.

Program 1.3: Oversight of Integrity in Staffing and of Non-Partisanship

Description

The Oversight of Integrity in Staffing and of Non-Partisanship program provides an accountability regime for the implementation of the appointment policy and regulatory framework for safeguarding the integrity of public service staffing and ensuring staffing is free from political influence. This program includes monitoring departments' and agencies' staffing performance and compliance with legislative requirements; conducting audits and studies; carrying out investigations; and reporting to Parliament on the integrity of public service staffing and the non-partisanship of the public service.

Budgetary Financial Resources ($ Dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
16,972,232	16,972,232	16,972,232	16,972,232

Human Resources (FTEs)

2014-15	2015-16	2016-17
145	145	145

Performance Measurement

Program Expected Result	Performance Indicators	Targets	Date to be Achieved
Objective information and assurance will have been provided to Parliament, the PSC and deputy heads about the integrity and effectiveness of the appointment process, as well as the non-partisanship of the public service.	**Performance Indicator a:** Percentage of risk-based oversight activities (audits and monitoring) that are conducted in accordance with approved plans.	**Target a:** 100% of risk-based oversight activities are conducted in accordance with approved plans.	**Mar 31, 2015**
	Performance Indicator b: Percentage of investigation intake files that are reviewed, within specified service standards to determine whether an investigation is warranted.	**Target b:** 100% of investigation intake files are reviewed, within specified service standards to determine whether an investigation is warranted.	**Mar 31, 2015**

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Implementing a new, streamlined Staffing Management Accountability Framework.
2. Conducting up to 15 organizational audits.
3. Continuing to adapt and enhance our risk-based audit approach. For example, the PSC is planning a review of its audit methodology for small and micro organizations.
4. Beginning to implement recommendations resulting from an external review of the investigation function.

Sub-program 1.3.1: Monitoring

Description

The Monitoring sub-program ensures that departments and agencies respect the appointment values and legislative requirements of the PSEA in the context of their delegated authorities and non-delegated authorities retained by the PSC. It includes analysis and feedback to organizations based on results from monitoring tools and activities such as reports and visits.

Budgetary Financial Resources ($ Dollars)

2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
1,159,586	1,159,586	1,159,586

Human Resources (FTEs)

2014-15	2015-16	2016-17
10	10	10

Performance Measurement

Sub-program Expected Result	Performance Indicator	Target	Date to be Achieved
The PSC will have monitored delegated and non-delegated staffing authorities, as well as respect for PSEA core and guiding values, and will have undertaken targeted outreach to organizations that are of concern.	Percentage of organizations with delegated staffing authorities that received feedback from the PSC.	100% of organizations with delegated staffing authorities received feedback from the PSC.	Mar 31, 2015

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Developing the guidance and tools, as well as providing strategic outreach to organizations, in order to support the implementation of a new, streamlined Staffing Management Accountability Framework.
2. Working collaboratively with organizations to address issues detected through PSC audits by providing assistance and ongoing support in the implementation of organizations' action plans and monitoring progress.

Sub-program 1.3.2: Audit and Data Services

Description

The Audit and Data Services sub-program conducts independent organizational and government-wide audits to support the oversight activities of the PSC; and supplies data services, information, studies and analysis on the Public Service to support the enabling activities of the PSC and of departments and agencies. These contribute to providing objective information, advice and assurance to Parliament, and ultimately Canadians, about the integrity and effectiveness of the appointment process, including the protection of merit and non-partisanship.

Budgetary Financial Resources ($ Dollars)

2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
12,249,453	12,249,453	12,249,453

Human Resources (FTEs)

2014-15	2015-16	2016-17
104	104	104

Performance Measurement

Sub-program Expected Results	Performance Indicators	Targets	Date to be Achieved
Expected Result 1: Risk-based audits will have provided independent assurance on the integrity of the appointment system.	**Performance Indicator 1:** Percentage of independent audits conducted that meet professional standards.	**Target 1:** 100% of independent audits conducted meet professional standards.	**Mar 31, 2015**
Expected Result 2: Provision of data and information will have enabled the Commission and organizations to deliver on their mandates.	**Performance Indicator 2a:** Percentage of data services provided to clients that are in accordance with established service standards.	**Target 2a:** 85% of data services provided to clients are in accordance with established service standards.	**Mar 31, 2015**
	Performance Indicator 2b: Percentage of data services provided that are in accordance with established quality standards.	**Target 2b:** 100% of data services provided are in accordance with established quality standards.	**Mar 31, 2015**

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Conducting up to 15 organizational audits over the planning period, as set out in the PSC Audit Plan, in order to support a feedback loop that contributes to each deputy head's understanding of the staffing risks, controls and governance within their own organization.
2. Consulting with key stakeholders as the PSC evolves its risk-based approach to audits. This approach will continue to support system-wide learning and provide information and assurance to Parliament on the integrity of the staffing system, as well as ensuring useful and timely feedback to departments and agencies.
3. Continuing to share with organizations, and encourage the use of, the PSC audit program. The objective is to promote compliance and the continuous improvement in staffing management and, where possible, support reliance on the work of organizational auditors.
4. Continuing to improve the quality and analysis of staffing and political activities data that is used to inform the policy and program decisions of the PSC and organizations, and to report to Parliament on the integrity of staffing and non-partisanship in the public service.
5. Continuing to enable better access to data holdings within the PSC through a single point of electronic access to information and business intelligence tools, which will support more efficient analysis and reporting on staffing activities.
6. Continuing to implement the PSC Research and Studies Plan.

Sub-program 1.3.3: Investigations

Description

The Investigations sub-program conducts investigations into appointment processes (public servants and members of the public) to ensure that they respect the value of merit, including the absence of political influence. The Investigations sub-program also conducts investigations into allegations of improper political activities by public servants to ensure the respect of the principle of non-partisanship. In exceptional cases, this sub-program may include use of the PSC's broader audit authority, which covers anything within its mandate as defined in the PSEA.

Budgetary Financial Resources ($ Dollars)

2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
3,563,193	3,563,193	3,563,193

Human Resources (FTEs)

2014-15	2015-16	2016-17
31	31	31

Performance Measurement

Sub-program Expected Result	Performance Indicator	Target	Date to be Achieved
Timely investigations process that respect procedural fairness will have been used to resolve issues related to staffing and improper political activities within the established standards.	Percentage of investigations that meet the standard of completion within 215 days.	80% of investigations meet the standard of completion within 215 days.	Mar 31, 2015

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Following an external review of the investigation function, enhancing the investigations processes and procedures in order to ensure compliance with procedural fairness and increase their efficiency and effectiveness.

Program 2.1 Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources ($ Dollars)

2014-15 Main Estimates	2014-15 Planned Spending	2015-16 Planned Spending	2016-17 Planned Spending
28,060,638	28,060,638	27,917,293	27,571,670

Human Resources (FTEs)

2014-15	2015-16	2016-17
196	194	190

Planning Highlights

In addition to ongoing activities, the PSC will focus on:

1. Supporting various corporate projects, such as: Integration of IT services to Shared Services Canada, rationalization of business applications, implementation of a common e-mail system, continuation of Common Human Resource Business Processes implementation, preparation for pay modernization and implementation of the new Performance Management Initiative and Government of Canada Web Renewal.
2. Aligning employee learning and development strategies to support the evolving business needs of the PSC and to foster horizontal integration within the organization.
3. Assessing opportunities to improve the work environment, in the context of Workplace 2.0, to facilitate collaboration within the PSC.
4. Engaging PSC employees in the *Blueprint 2020* exercise.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this section is intended to serve as a general overview of the *Public Service Commission's* operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed *Public Service Commission* Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on the Public Service Commission's website:

http://www.psc-cfp.gc.ca/centres/publications-eng.htm[vi]

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31 ($ dollars)

Financial Information	Estimated Results 2013-14	Planned Results 2014-15	Change
Total expenses	$122,637,841	$117,892,839	($4,745,002)
Total revenues	$15,917,483	$15,956,447	$38,964
Net cost of operations	**$106,720,358**	**$101,936,392**	**($4,783,966)**

The decrease in total expenses is primarily a result of the additional costs in relation to the move of the PSC's Headquarters office to Gatineau. Therefore, the PSC incurred additional expenses in 2013-14 that will not be incurred in 2014-15. Furthermore, as a result of the move, the PSC's future accommodation costs have also declined significantly.

List of Supplementary Information Tables

All electronic supplementary information tables listed in the 2014-15 Report on Plans and Priorities can be found on the Public Service Commission website:

http://www.psc-cfp.gc.ca/centres/publications-eng.htm[vii]

- Greening Government Operations; and
- Upcoming Internal Audits and Evaluations over the next three fiscal years.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[viii] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

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Endnotes

[i] Treasury Board Secretariat Estimates Publications and Appropriation Acts, http://publiservice.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp.

[ii] Selected Departmental Performance Reports for 2008-2009 – Department of Industry, Department of Transport. Report of the Standing Committee on Public Accounts, September 2010, http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0.

[iii] Strengthening Parliamentary Scrutiny of Estimates and Supply. Report of the Standing Committee on Government and Operations Estimates, June 2012, http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1.

[iv] Whole-of-government framework, http://publiservice.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[v] 2014-15 Main Estimates, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

[vi] Public Service Commission Publications, http://www.psc-cfp.gc.ca/centres/publications-eng.htm

[vii] Public Service Commission Publications, http://www.psc-cfp.gc.ca/centres/publications-eng.htm

[viii] Government of Canada Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp